11:Levine Z-4,5 (1958-1961)1965 MP5 Amhara MP5

resist taking responsibility and showing initiative. In general, they reveal little capacity for self-discipline in a collective setting.

The need for what can be accomplished through the new associations, however, transcends the intermittent obstacles to their effective functioning posed by such individualistic behavior. As modernization proceeds and as Ethiopians gain experience in these associations, one may expect that the more disruptive aspects of such behavior will be transformed in the direction of greater compliance with the implicit norms of group functioning. Amhara in the modernizing sector have no choice now but to replace the ethos of the *shīftā*, the litigant, and the wandering student with that of the president, secretary, and treasurer if they are to remain true to the ambitions that have been awakened within them.

There are, moreover, a number of respects in which adequate functioning in modern groups may be supported by behavioral traits inherited from the past. Three of these traits in particular deserve to be mentioned in this context. One is the fundamentally respectful orientation toward others. This serves to reduce the outbreak of dissension among group members, and in the attitude of respect and obedience toward figures of authority provides the basis, given capable and decisive leaders, for a significant amount of concerted action among group members. A second trait of some importance is the acceptance of conflict as a natural and not particularly threatening component of human relations. This means that group members are ready to admit and deal with such conflicts as do emerge in their ranks, and are experienced in the resolution of such conflicts through the agency of elderly mediators or the more formal processes of litigation. Finally, the Amhara sense of humor—wry, realistic, attuned to the ironies of existence—introduces a salutary leavening ingredient into group process. It provides an outlet for the release of tensions in group situations and adds a certain flavor to group experience that often more than compensates for the lack of a hyperinstrumental orientation.

The Question of Individuality

Although effective modernization is unthinkable without a significant increase in solidaristic sentiments and rationalized organization, in Ethiopia as elsewhere, the fate of the other aspect of individualism discussed in this chapter—individuality as a cultural value—poses a more controversial question. If the essence of modernity is the systematic effort to control rationally man's physical and social environment, then the society of *1984* may be claimed as a possible modern utopia no less than the society in which all children go to Montessori schools and all adults paint, undergo psychoanalysis, and study Great Books. The cultivation of individuality stands as but one of many pos-